

Safe staffing report November 2021

The East Community Health Wards patient numbers have increased from last month. Henry Tudor ward has 24 beds and Jubilee ward 16 beds to meet social distancing requirements. West Berkshire Community Health Wards patient numbers have decreased compared to last month. They also have some beds closed to allow for social distancing (WBCH 2 beds and Wokingham 9 beds).

Three of the four acute wards at Prospect Park Hospital have over 90% occupancy this month and average occupancy is 91.9%.

147 staffing incidents were reported (125 in October). The number of shifts reported with less than two registered nurses (RN) per shift decreased from last month; 192 were reported in November compared to 224 in October. There were 3 incidents where there were no RNs at the start of a shift. Staff were moved from other wards to cover and ensure patient safety.

Patient Quality

Mental Health wards

Patient acuity on the acute wards remains high which has resulted in higher levels of observations. Post recruitment the current overall vacancy rate at PPH is currently 11.48% which has improved slightly from the previous month (11.94%). This figure accounts for those staff who have been recruited but are still undergoing employment checks to enable them to commence, therefore, this is not reflected in the figures for November; all HCA vacancies have been filled on Bluebell. Further work is commencing on looking at alternative ways to recruit all levels of staff which appeals more widely such as open evening events via teams/zoom.

Recruitment continues to be a challenge across all staff groups as is the national picture.

Average bed occupancy in the acute adults' wards was comparable to last month at 91.9% from 91.05% in October (Bluebell ward 94.4%; Rose ward 96.7%; Snowdrop ward 96.8%; Daisy ward 79.7%).

Sorrel ward's bed occupancy increased to 95.5% (93% in October). Rowan ward's bed occupancy decreased to 81.5% (92.7% in October); Orchid ward bed occupancy decreased to 87.3% from 91%. The number of temporary staffing shifts requested for the wards at Prospect Park Hospital for October was 2756; 617 of these were for registered nurse shifts (22.38%).

A total of 578 (20.97%) of all temporary staff requests were unfilled for Prospect Park Hospital, 190 of these unfilled requests were for registered nurses (32.87%).

There were 139 shifts with less than two registered nurses on a shift (186 in October). Daisy had 38 shifts and Rose had 31 shifts with less than two registered nurses. On shifts with less than two registered nursing staff there were senior clinical staff on the wards (Matron, Ward Manager and Clinical Development Lead) and therapy staff based on the wards 9-5pm during the week that provided support. Staff were moved across the hospital (including APOS staff) to assist wards in meeting their minimal staffing requirements when required, support was also provided by the Designated Senior Nurse on duty. In addition, several AHPs worked on the wards to support existing nursing staff and Nurse Associates were utilised when available.

Campion unit bed occupancy increased to 42.6% from 34.4% in October. There were 0 shifts with less than two registered nurses. The number of temporary staffing shifts requested for Campion unit was 190; 75 of these were for registered nurse shifts (39.47%). A total of 20 (10.52%) of all temporary staff requests were unfilled. There were 2 unfilled requests for a registered nurse (10%).

Table 1 below shows the current staffing position at PPH by registered and unregistered staff. This is in line with the new finance forecast plan developed this month hence slight changes in establishments. These figures are less posts offered.

Table 1. Current vacancies:

	Registered nurses (wte)	Vacancy (wte)	Total available registered nurses (wte)	Unregistered nurses (wte)	Vacancy (wte)	Total available unregistered nurses (wte)
PPH	111.16	29.6 (26.62)	81.56 (73.37%)	190.24	45.68 (24.01%)	144.56 (75.99%)

Community Health wards (CHS)

East community ward numbers have stabilised but are lower than the West community wards. Jubilee ward had 16 beds and Henry Tudor ward has 24 beds available due to meeting social distancing requirements. West wards also have less beds available due to social distancing requirements. West Berkshire have 43 beds available (2 closed for social distancing across Donnington and Highclere wards) and Wokingham have 37 beds available (9 beds closed for social distancing across both wards: Windsor ward-6 and Ascot ward-3).

The average bed occupancy for the West CHS wards has decreased for November to 76.53% from 88.74% in October; (Oakwood Unit 66.76%, Donnington ward 85.3%, Highclere ward 84.2%, Ascot ward 65.4%, Windsor ward 81%). West CHS wards requested 1004 temporary shifts, 422 were for registered nurses (42.03%). A total of 366 (36.45%) shifts were unfilled; 148 were for registered nurses (40.43%).

Highclere ward had 25 shifts and Donnington ward 1 shift with less than two registered nurses; they supported each other to ensure both the wards were covered and patient safety maintained. In addition, Nurse Associates were utilised when there was no RN available. Ascot ward had 23 shifts, Windsor ward 1 shift and Oakwood unit had 0 shift with less than two registered nurses.

The SafeCare model has been successfully rolled out to the West CHS wards. Figures demonstrate that staffing levels are equal to or above the current ward establishments and that patient acuity levels are complex. Figures are provided weekly to Senior Managers.

The average bed occupancy for the East wards in November was 82.9% (78.15% in October); Jubilee ward 81.5%, Henry Tudor ward 84.3%. Henry Tudor ward has a bed capacity of 24 beds as patients and Jubilee ward 16 beds to allow for social distancing requirements. East CHS wards requested 299 temporary shifts; 87 (29.09%) were for registered nurses. A total of 53 shifts (17.72%) were unfilled; 7 was for registered nurses (13.20%). There were 3 shifts with less than two registered nurses on Jubilee ward and 0 on Henry Tudor ward.

Both Henry Tudor ward and Jubilee ward have now adopted a mixed shift pattern of both 7.5 hour shifts and 12 hour shifts to improve both work life balance for staff and manage the increasing acuity and dependency of the patients. This was following a three- month trial on both wards and feedback from staff. The SafeCare model has almost completed implementation on both East CHS wards and is going live in December 2021.

An incident occurred on 16 September 2021 on Henry Tudor ward and is being investigated as an SI by the trust. The patient sustained a fall and there are indications that it could have been attributed to staffing levels in conjunction with high patient acuity at the time. The patient was transferred to secondary care and passed away on 25 September 2021.

Table 2: below shows the current staffing position on the community health wards by registered and unregistered staff. These reflect the budget for 2021/22.

	Registered nurses (wte)	Vacancy (wte)	Total available registered nurses (wte)	Unregistered nurses (wte)	Vacancy (wte)	Total available unregistered nurses (wte)
West CHS wards	62.85	3 (4.77%)	59.85 (95.23%)	78.88	4 (5.07%)	74.88 (94.93%)
East CHS wards	21.29	5 (23.48%)	16.29 (76.52%)	33.01	3 (9.08%)	30.01 (90.92%)
Total	84.14	8 (9.5%)	76.14 (90.5%)	111.89	7 (6.25%)	104.89 (93.75%)

Triangulation of Incident Data

The triangulation of the patient safety incident data sets involves medication, patients found on the floor, pressure ulcers, absent and missing, seclusions, prone restraints, self-harm and assaults with staffing level. No incidents were reported as moderate or above during the month as a result of safe staffing.

Safe Staffing Declaration

Whilst patient safety was maintained across all wards and no incidents were directly reported in relation to safe staffing; all of the wards at PPH have the highest numbers of registered nurse vacancies and as a result continue to use high levels of temporary staff to achieve the position of safe staffing numbers and therefore, patient experience may have been compromised.

Financial Implications

- Continued usage of temporary staff including registered nursing to cover vacancies, absence and levels of observations for patients

Risk Implications

- Number of current registered nurse vacancies across wards

Care Hours per Patient Day (CHPPD)

The publication of Lord Carter's review, 'Operational productivity and performance in English acute hospitals: Unwarranted variations', in February 2016 highlighted the importance of the ensuring efficiency and quality across the whole NHS. One of the obstacles identified in eliminating unwarranted variation in clinical staff distribution within the NHS provider sector has been the absence of a single means of consistently recording, reporting and monitoring staff deployment.

In order to provide a consistent way of recording and reporting deployment of staff providing care on inpatient wards, the Care Hours per Patient Day (CHPPD) metric was developed and while it is recognised that the needs of patients using services are often quite different, the CHPPD measure provides a representation of the number of care hours available to patients and it is expected that this measure will enable wards of a similar size, speciality and patient group to be benchmarked in the future. Collection of this data has only just commenced nationally so there is currently limited benchmarking data available at present. CHPPD for all the inpatient areas within Berkshire Healthcare is captured within Table 3 alongside the fill rate and bed occupancy.

Table 3: shows the CHPPD on Berkshire Healthcare wards for and provides comparison with available data in model hospital when comparing with other Trusts with the same CQC rating.

Table 3: Reported CHPPD per ward during November 2020		Data taken from Model Hospital's latest available report September 2020	
Ward	Berkshire Healthcare	Peer median	National median
Bluebell	9.5	10.51	10.16
Daisy	12.6		
Rose	9.5		
Snowdrop	8.9		
Rowan	14.8	12.73	12.77
Orchid	13.9		
Sorrel	19.7	21.39	22.27
Campion	51.2	28.40	30.59
Donnington	6.7	7	7
Highclere	7.7		
Oakwood	8.6		
Ascot	9.6		
Windsor	7.7		
Henry Tudor	8.1		
Jubilee	10.0		

Comparison with the national and peer medians demonstrate a continued variance between Berkshire Healthcare wards and other comparable trusts. Due to the lower-than-expected bed occupancy, particularly on Campion Unit, the CHPPD appears high.

Reporting

NHS England requires Trusts to submit monthly staffing data which is displayed on NHS Choices and on the Trust website. The staffing information required to be displayed is the total monthly planned staff hours versus actual staff hours (percentage fill). This information is split by day shift/night shift and by registered nurses/ unregistered care staff. NHS England has not released the parameters against which staffing levels should be RAG rated as this is a decision for local Trusts and their Board. This information is detailed in Table 4 of the report.

Guidance published in November 2014 by the Department of Health based on NICE guidelines for safe staffing (in acute hospitals) identified 'red flags' where safety has the potential to be compromised. One of these red flags was monitoring when wards had less than two registered nurses present on the ward during a shift. All our Mental Health and Community Wards are staffed to provide two registered staff on every shift and the shifts with less than two registered staff on duty are detailed in table 4. For Campion Unit (Learning Disability unit) the agreed staffing levels are two registered nurses during the day and one registered nurse at night, therefore it is breaches in these levels that are captured in Table 4 for Inpatient wards.

Main themes from this month's report:

- Three out of the four mental health wards had occupancy of over 90%
- Recruitment of both Registered Nurses and HCAs remains challenging in line with the national picture
- There continues to be a high level of temporary staff usage to cover vacancies, absences and high levels of observations

Table 4

displays the total budgeted workforce, vacancy, sickness and maternity leave. The total monthly planned staff hours versus actual staff hours (percentage fill) along with the care hours per patient day (CHPPD) are also reported. This information is split by day shift/night shift and by registered nurses/unregistered care staff. Sickness and maternity leave data not available in time for this report.

Overall RAG rating for the table is indicated as:



Berkshire Healthcare

NHS Foundation Trust

[Green]	[Amber]	[Red]
No identified impact on quality and safety of care provided because of staffing issues.	Although there appears to be no direct correlation between staffing and any specific incidents that occurred during the month, the high number of temporary staff required throughout the month provides a challenge with delivering continuity of care and may compromise patient experience.	There appears to be a correlation between staffing and specific incidents, safety was compromised.

Ward	Budgeted workforce (wte)	Vacancy (wte)	% DAY FILL RATE				% NIGHT FILL RATE				Bed Occupancy %	CARE HOURS PER PATIENT DAY					No. of shifts with less than 2 RN		No. of incidents reported linked to staffing	No incidents where harm caused as a result of reduced staffing	RAG rating	
			RN	HCA	Q NA	UnQ NA	RN	HCA	Q NA	UnQ NA		Month cumulative patient count	RN	HCA	Q RA	UnQ RA	Total	Day				Night
Bluebell	35.00	5.35	87.90	110.89	0.00	0.00	83.87	135.48	0.00	0.00	73.6%	502	2.7	6.8	0.0	0.0	9.5	16	10	1	0	[A]
Daisy	35.95	12.15	86.00	112.33	30.00	0.00	83.33	143.33	0.00	0.00	79.7	446	2.7	9.8	0.1	0.0	12.6	28	10	41	0	[A]
Rose	34.15	12.15	79.56	122.23	0.00	51.00	90.00	145.00	0.00	0.00	96.7	595	2.2	7.1	0.0	0.0	9.5	25	6	11	0	[A]
Snowdrop	35.95	7.87	108.33	100.00	0.00	0.00	91.67	117.50	0.00	0.00	96.8	598	2.6	6.3	0.0	0.0	8.9	2	6	3	0	[A]
Orchid	36.00	6.8	91.67	141.00	0.00	0.00	91.67	169.17	0.00	0.00	87.3	488	2.9	11.0	0.0	0.0	13.9	13	6	3	0	[A]
Rowan	42.00	11.4	96.67	144.18	0.00	61.00	96.67	175.00	0.00	0.00	85.5	464	3.2	11.4	0.0	0.2	14.8	12	7	2	0	[A]
Sorrel	38.00	8	95.83	123.67	0.00	0.00	95.00	124.17	0.00	0.00	95.5	297	5.0	14.8	0.0	0.0	19.7	6	3	0	0	[A]
Campion	37.11	1	125.00	135.18	0.00	48.00	139.92	119.67	0.00	0.00	42.6	106	14.9	25.6	0.0	0.7	51.2	0	0	0	0	[G]
Donnington	63.46	0	90.00	93.33	67.00	0.00	98.33	98.33	0.00	0.00	85.6	714	2.2	4.3	0.3	0.0	6.7	19	6	39	0	[G]
Highclere			83.87	54.91	90.67	88.33	90.00	80.00	0.00	0.00	84.2	352	3.3	3.6	0.4	0.4	7.7	0	1	39	0	[G]
Oakwood	46.67	3	87.78	98.00	0.00	0.00	98.33	153.33	0.00	0.00	66.8	568	3.1	5.5	0.0	0.0	8.6	0	0	6	0	[G]
Ascot	61.31	4	86.22	65.70	0.00	0.00	90.00	103.33	0.00	0.00	65.4	271	5.1	4.5	0.0	0.0	9.6	17	6	1	0	[G]
Windsor			78.89	88.16	0.00	0.00	100.00	98.94	0.00	0.00	81.0	489	3.5	4.2	0.0	0.0	7.7	1	0	1	0	[G]
Henry Tudor	32.8	4	130.50	81.52	0.00	28.00	160.47	155.12	0.00	0.00	84.3	569	3.9	4.1	0.0	0.1	8.1	0	0	0	0	[G]
Jubilee	30.23	4	82.78	82.75	0.00	0.00	95.00	108.47	0.00	0.00	81.5	364	3.8	6.1	0.0	0.0	10.0	0	3	0	0	[G]